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**CONCORDIA UNIVERSITY, ST. PAUL: ST. PAUL, MINNESOTA
DEPARTMENT OF KINESIOLOGY AND HEALTH SCIENCES**

YMCA Healthy Kids Day

**A GRADUATE PROJECT
SUBMITTED TO THE GRADUATE FACULTY
in partial fulfillment of the requirements
for the degree of
Master of Arts Degree in Sport Management**

**by
Leanna Curry-Larson
St. Paul, Minnesota
February 2016**

Dedications

A thank you would not be complete without giving accolades to the numerous educators who have helped me reach this point. Thank you all for answering my countless questions and never making me feel inadequate for posing them. Your dedication and sincerity in your work bled through your teachings. Correcting my worries and tweaking my faults have produced a growth that could only have come from experienced teaching. From start to finish my thirst for knowledge has been quenched.

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Abstract

An organizational event has the objective of emphasizing company directives and consumer needs. A clear vision of company objectives gives relevance to the event while consumer needs defines the purpose. This paper examined the detailed components needed by the Young Men's Christian Association (YMCA) to host the annual free Healthy Kids Day (HKD) event. Healthy Kids Day is a promotional tool for YMCA wellness programs. The one-day event's purpose is to create awareness for community members regarding the predisposed health risks and then offer viable and affordable solutions. Community participation can be hindered by costs associated with the event. Eliminating the cost barrier entailed cultivating partnerships, recruiting and retaining volunteers, and soliciting for sponsors. To keep funds allocated for activities and food, cost-free media outlets were utilized. Several marketing strategies were put to use that catered specifically to the varying age groups, and that placed emphasis on the event being cost-free for participants. In an attempt to minimize liability during the event, a risk management assessment and plan were developed in addition to an ethical analysis. Each of the assessments served the purpose of overstating possibilities as a way of minimizing negligent opportunities. Lastly, feedback from participants, vendors, volunteers, and employees from prior events were included to help with future planning.

Table of Contents

Chapter One: Organization Introduction.....	1
Chapter Two: Event Introduction	4
Chapter Three: Marketing Plan	9
Chapter Four: Employee/Volunteer Management	23
Chapter Five: Risk Management Plan	27
Chapter Six: Ethical Analysis	31
Chapter Seven: Personal Statement	35
References	40
Appendix	43

Chapter One: Organization Introduction

From its humble beginnings in London, England to its inception in the United States, the Young Men's Christian Association (YMCA) has maintained a reputation of focusing on community needs through wellness programs like Healthy Kids Day (HKD). The YMCA's starting point came during a time when England was industrializing, a time when change created great turmoil and despair (Young Men's Christian Association [YMCA], 2015a). This era, known as the Industrial Revolution, took place during the 18th century. Lifestyles changed from an agrarian way of living to being dominated by industrial advancements in manufacturing, agriculture, and textile processes. The new found industrial changes created jobs and a high demand for laborers. Prospects from surrounding rural communities flocked to the industrialized areas with the hopes of a better way of life. Toward the end of the Industrial Revolution a young man named George Williams ventured from his rural England farm town community into the city of dreams, London, England for an industrial job (YMCA, 2015a). Feeding off the hopes of city opportunities created by the Industrial Revolution, George quickly became dismayed by the turmoil and unhealthy conditions that encompassed his work and social surroundings. In response to the unhealthy social conditions, George, along with 11 other men, in 1844 fed their need for spiritual and emotional refuge by organizing the first Young Men's Christian Association gathering (YMCA, 2015a). As a substitute for Bible study and prayer, the gatherings were open to those in need disregarding social inequities. Addressing community needs in an inclusive environment became a staple characteristic for YMCA services. Word of how the organization met the social needs spread among many. Seven years after the first meeting, a marine missionary, Thomas Valentine Sullivan, heard stories of England's YMCA and deduced that the sailors and merchants were in need of something similar. Inspired by the

stories, Sullivan organized the first inclusive and safe United States YMCA meeting in December 1851 at the Old South Church in Boston, Massachusetts (YMCA, 2015a). To date, through volunteers and in-house leaders, this non-profit Christian organization, also known as the “Y,” has spread its branches and programs across the United States and international locations.

Growing from its humble beginnings in England and a local church in Boston, the YMCA has become a home away from home for many in need. Social need increased growth while growth beget strength in the communities. Cultivating the communities entailed building relationships and integrating into the surroundings without displacing focus from community needs and functionality. Through the practice of nurturing kids, promoting healthy living, and fostering social responsibility, the Y utilizes Christian principles as a mission and foundation for giving back. According to the YMCA (2015b), an area of focus is on “improving the nation’s health and well-being” (p. 3). By investing in neighborhoods, the Y uses their cause of strengthening communities to define the impact of their mission. Regardless of the YMCA branch being utilized, a universal mission statement to “put Christian principles into practice through programs that build healthy spirit, mind, and body for all” is practiced (YMCA, 2015b, p. 3). The YMCA mission is cause-driven because it promotes healthy mind, body, and spirit in community members using Christian principles as the guide. Being cause-driven allows inspiration to be drawn from the mission of making life better for individuals, families, and communities through wellness initiatives. These initiatives are effectively accomplished by making the mission the reason and the cause the action. A devotion to researching the needs of the community and then implementing those needs through innovative wellness programs is what has made the YMCA a nationwide name.

Understanding the importance of caring for families and total well-being is what has kept the YMCA a part of many communities. As a community-based organization, it utilizes resources and partnerships to educate parents and children on the importance of health. Healthy Kids Day is a YMCA national initiative aimed at providing useful information to parents while engaging children in physical activity. This national initiative is family-centered and free. The purpose of the event is to expose children and families to activities that stimulate the body and mind while improving health and well-being. Family-based lifestyle intervention programs provide the tools needed for behavioral modifications that cannot necessarily be found in primary care atmospheres (Duggins, Cherven, Carrithers, Messamore, & Harvey, 2010). Duggins et al. (2010) go on to find that socioeconomic status highly influences participation in dietary guidance and physical activity programs.

YMCA wellness programs are a part of the mission to create a movement to nurture kids, promote healthy living, and foster social responsibility. As an innovative and effective approach to improving health, wellness programs engage social services, develop cultural competencies, and advocate for unilateral health and well-being. The YMCA's devotion to strengthening communities started in 1844 in England and has continued to flourish through their innovative wellness programs. Keeping with the focus of creating social change, HKD is the Y's national initiative to improve the health and well-being of children while also educating the family. When the marine missionary from Boston grew inspiration from and mimicked the first YMCA group from England, he began the snowball effect of creating a safe and inspirational home away from home for those in need.

Chapter Two: Event Introduction

April 30, 2016 marks the date for Healthy Kids Day in the Greater Twin Cities, including one of the branches located in Eagan, Minnesota. Healthy Kids Day is a one-day outreach event that focuses on introducing activities that stimulate the mind and body of idle children during their summer break from school. According to Rasche (2013), “kids are prone to gain more weight and fall behind in studies when idle out of school” (p. 1). To combat unhealthy behaviors, HKD offers an opportunity for families to partake in an educational and fun filled event. The free one-day family-centered event inspires healthy habits that improve well-being, while also introducing YMCA developmental services. Influential community members and healthcare professionals collaborate with the Y to give families an educational and physically active day. For one day, HKD eliminates socioeconomic barriers without losing sight of its purpose. Tight budgets and careful collaborations keeps HKD on task. Its mission is to promote unity within communities and spotlight the negative effects children face during summer break. Generally, HKD takes place in April before school lets out, and is one of the biggest days of the year for the YMCA to devote nationwide attention to children and their families. Attendance varies by location in Minnesota and all event venues are child-friendly.

Although Healthy Kids Day events are normally held at YMCA facilities, facility square footage is ultimately the determining factor. If for some reason the YMCA is not equipped to facilitate the anticipated attendees and activities, events can be moved to local schools or community centers. The facility has to not only accommodate the plethora of activities, but also have consideration for the safety of those engaging in the HKD event. Activities during this event include but are not limited to fitness classes, open swimming if available at the facility, gym activities, interactive sports, nutrition education, book swap, coloring contest, family

obstacle courses, gardening, planting of seeds, and arts and crafts. To accommodate the advertised activities, branches will sometimes have to secure outside venues.

If a facility is not complete or is limited in capacity location variations are secured. On the southern fringe of the Twin Cities, the Northfield YMCA is an example of location variation to accommodate HKD needs. For the last several years, the Northfield YMCA has had to have their Healthy Kids Day event at Bridgewater Elementary School, located at 401 Jefferson Pkwy, Northfield, Minnesota 55057 (Northfield YMCA, 2014). This location was chosen because of its close proximity to local vendors and community members and its ability to host the capacity needed to ensure participant safety. The school sits on 14 acres and houses an 85,000 square foot building. Some of the building features include a gymnasium, large classrooms and a cafeteria that is large enough to facilitate the southern side and rural communities in Northfield (Northfield YMCA, 2014). Under normal circumstances YMCA buildings are capable of facilitating HKD in house. The Eagan YMCA, which is a southwest suburb of Minneapolis-St. Paul, is a part of the YMCA of Greater Twin Cities. R. Hedrick, Director of HKD for Greater Twin Cities, indicated the Eagan YMCA is located at 550 Opperman Drive and houses a 900 square foot garden, has a zero step approach at main entrance, health and fitness center, indoor pools, water slide, a community programming room, kids' gym, basketball courts, a track, locker rooms, meeting rooms, a challenge course, and restrooms (personal communication, July 13, 2015). The ample space and expansive square footage allows this facility to host multiple activities during the event simultaneously. As families utilize the open swimming, others can learn about nutrition and healthy habits or take part in the challenge course. During the two to three hour event, programs and activities are running continuously, allowing participants the

freedom to move about the facility. Activities keep parents and children engaged but do not fall short on educational and developmental directives.

Development programs, like the HKD, are a national initiative designed behind years of experience on how to nurture the social, emotional, cognitive, and physical development through innovative holistic experiences, and support (YMCA, 2015b). Healthy Kids Day is an annual event aimed at serving the community and is crafted with deliberate focus. The event affirms the YMCA's dedication to community well-being by showcasing their evidence-based Healthy Eating and Physical Activity (HEPA) Standards in the after school programs (Vinluan & Hofman, 2014). Keeping the event free aids in gaining the trust of community members while the education aspect is a part of HKD's advocacy. Creating Healthy Kids Day placed the needs of youth at the forefront of the YMCA cause. Healthy engagement and physical activity should not have to cease when school does. In HKD the YMCA created a format for showcasing available programming opportunities to thwart sedentary behaviors. Although Christian principles guide the mission, community needs create the reasons behind the preparation involved in a successful Healthy Kids Day.

A successful HKD event is not without an enormous amount of preparation. One of the many phases in preparing for an event is analyzing need. This phase takes into account the number of staff and volunteers needed to accommodate attendees, food and beverage, areas of entertainment, and advertising. Each YMCA of the Greater Twin Cities is allocated inventory according to the number of attendees and facility capacity. Because the event is about creating healthy behaviors, one of the fun activities aimed at promoting water consumption is decorating a water bottle. Families have the opportunity to decorate plain reusable water bottles to reflect their personalities. Depending on branch size, a minimum of 300 water bottles are supplied to

ensure a successful family activity (See Appendix A). One additional educational and hands on activity includes participating in gardening experiences. Parents and children both learn the importance of healthy eating and are offered healthy snack food options. The event is not meant to provide a full course meal to participants, but does provide a quick snack option that is readily available (See Appendix C).

Although the event is free to those attending, every item offered to participants is listed and accounted for by YMCA directors (See Appendix B). The YMCA Greater Twin Cities spends 98% of the budget on program operations (See Appendix L). Even though HKD expenditures are governed by sponsor contributions, employee wages are not taken from that budget. Employee wages are lumped into support services expenses for the overall budget. To ensure all components of their mission are accomplished, budget aspects of the day are grouped under their perspective headings: healthy living, social responsibility, and healthy eating (See Appendices B & K). Youthprise and the Minnesota Timberwolves donated a total of \$20,000.00 toward HKD expenses, both organizations are advocates for youth.

A primary objective of Healthy Kids Day is the promotion of fun and excitement among community members with specific focus on youth. It is a day of community togetherness and awareness. Keeping a child's needs in mind, HKD provides stimulation for the brain, activity for the body, and food to fuel the fun. The event will take place on April 30, 2016 in Eagan, Minnesota, and creates an association between family and laughter by engaging all ages in learning experiences and physical activity needed to effectively reduce sedentary and unhealthy behaviors. Without the proper venue, creating cohesion within the community would not be possible. As the space allows, YMCA buildings accommodate the much anticipated yearly event of activities provided through HKD. YMCA employees have the daunting task of estimating the

number of families possibly in attendance and then ensuring the venue will fit the purpose.

Although the event is free to the public, accurate account of expenditures is imperative for YMCA management. Public safety is incorporated in the activities, and management's number one priority is anticipating possible risk scenarios. A YMCA executive indicated that the key to a successful Healthy Kids Day event is to analyze, prepare, anticipate, and analyze again the facility and activities before the day begins (R. Hedrick, personal communication, July 27, 2015).

Chapter Three: Marketing Plan

Analyzing, preparing, and anticipating if an event will be successful takes critical thinking and a logical approach to itemizing the process for promoting and marketing it. Strategic components with a specific purpose make up the plan of action for a comprehensive marketing plan. Knowing the purpose of the plan helps describe services offered to the consumers. Marketing and promotional strategies are the direct result of understanding the challenges within a market and playing on those strengths. A well-developed marketing plan will also consist of four primary elements: product, price, place and promotion (Pederson, Parks, Quarterman & Thibault, 2011). The processes described are specific to the Healthy Kids Day wellness event, hosted by the Young Men's Christian Association's (YMCA).

Purpose

The purpose of this marketing plan is to focus on business objectives and identify ways of meeting the needs of those engaging in the Healthy Kids Day event. The layout of the marketing plan will have a deliberate purpose of focusing on community needs without losing sight of the YMCA's mission statement. The base existence of the mission statement is about putting Christian principles into practice by offering adaptive health programs that nourish the overall well-being of participants. Using the mission as the foundation, the YMCA puts forth action by making all programs have a purpose, to nurture all children, promote healthy living, and foster social responsibility within surrounding communities. Taking action against health disparities is what the YMCA and the HKD event is all about. As many as "one in three Americans born in the year 2000 will develop type 2 diabetes" (Vinluan & Hofman, 2014, p. 1). YMCA wellness programs fill in the gaps missing from communities by thwarting the astounding statistics surrounding youth health.

Families are more likely to adapt to healthier behaviors if there is a perceived health risk and if programs are perceived as being affordable. Research shows that high cost wellness programs offered through healthcare professionals do not get fully utilized (Center for Disease and Control Prevention [CDC], 2007). Affordability is a major focus for contemplating participation percentages of families. Subsidizing events provides options to families where normally there would be none. By creating partnerships with professional social services, programs like Healthy Kids Day can successfully advocate for unilateral health and well-being. Collaborations are a key element to offsetting costs for developing free and subsidized programming.

In 2014, there were two major sponsors for Healthy Kids Day, Youthprise Foundation and Minnesota Timberwolves (S. Braucks, personal communication, January 18, 2016). Monies allocated by the sponsors absorbed most of the cost of running all of the Greater Twin Cities' HKD events (YMCA Twin Cities, 2015a). Continued partnerships and sponsors are a key component to helping the YMCA give back through events such as the Healthy Kids Day. Increasing sponsorships and maintaining current relationships is at the forefront of concerns of YMCA staff. Without contributions, it would be difficult to make HKD a free and successful outreach event.

Product

Delivering more than 160 years of innovative programs and “delivering transformative responses to urgent social challenges” has been the basic belief in the movement to cause “meaningful and enduring change” (YMCA, 2015b, p. 3). Healthy Kids Day is about the gift of free activities, awareness and services to all socioeconomic classes within communities. With the help of sponsors, activities will include interactive sports, games, food, gardening, an

obstacle course, arts and crafts, and free giveaways. Local merchants and community organizations, police and fire rescue will provide safety tips and allow exploration of their vehicles to engage with community members. YMCA staff and volunteers along with sponsors and partnering participants will be on hand to support this fun filled event. Healthy Kids Day is scheduled for Saturday, April 30, 2016 at the local Southwest area YMCA facility in Eagan, Minnesota. The specific time of the event has not yet been determined.

Project Market

The national practices of the YMCA wellness programs are influential and subject to change according to the surrounding community assessments of lifestyle needs. Programs are often revamped and improved for the betterment of society. In order for the wellness programs to remain a relevant staple of society, program longevity will need to be maintained. Sustaining programming is not possible without the help of funding and well-trained volunteers. The SWOT analysis reflects elements of the YMCA's cause and mission statement of using Christian principles to improve community health and well-being, inclusiveness and social responsibility. A strength of Healthy Kids Day is that it addresses the needs surrounding the community by offering accessibility and affordability of programs and activities. Wellness programs will continue to be an impactful strength along with program variety because they are derived from community interests. Another positive strength lies in the collaborations with influential organizations, medical and social professionals, and community members. Per Executive Director S. Braucks, 2014 results indicate the YMCA of the Greater Twin Cities' HKD event served just over five thousand member and non-member community participants (personal communication July 27, 2015). The Eagan branch reached out to approximately 372 of that total (see Appendix D for branch totals).

When looking at weaknesses, volunteer recruitment will always be a continuous battle. Volunteers can be college students or senior citizens, and have an impactful position in the organization and the HKD event. Programs take precedence for funding stipulations, so having volunteers will allow resources to reach more people and keep costs down. Without the steady stream of funding, programs cannot extend beyond their short-term duration. One weakness that affects participants and the organization includes the length of time a program runs. In a randomized study done by Duggins et al, (2010), findings suggested interventions designed for changing behaviors should be at least 12 months for effectiveness (p. 330). Expanding program length will increase the number of participants and improve programs efficacy. As services become more popular expansion can become possible.

Local expansion is an opportunity through strengthened alliances with medical professionals, organizations, and community leaders. Opportunities should be viewed as favorable situations needing improvement that brings a competitive advantage for an organization (Jurevicius, 2013). Through direct observations at community functions another opportunity can be turned into a strength. Listening to the concerns of community members creates a connection while intervention solutions build relationships. When trying to generate financial backing it would be smart to promote the successes of clinically proven early intervention services and any current government funders. Local politicians are additional opportunities for generating financial resources, strengthening alliances, and stressing the importance of community needs.

As funding runs out, YMCA programs and HKD events will cease to exist or will be minimally represented. The threat of rising costs are a common denominator for failed businesses and program existence. Consistently procuring benefactors is necessary, but if

forgotten about can be a threat to survival. To keep unfavorable situations from negatively affecting the mission and cause of the YMCA, it is important to bring the community together to work towards a common goal of community wellness. Defending against negative external pieces impacts the YMCA's potential (Jurevicius, 2013). Staying abreast of local fitness establishments and other competing programs will help the YMCA gauge their relevance in the community.

Position

Product positioning is about creating a brand and differentiation for the YMCA's Healthy Kids Day event versus other community happenings. The surrounding competition includes gyms that offer 24-hour accessibility to facilities, and others that are specific to strength and conditioning. The City of Eagan has a Parks and Recreation division which offers sports leagues, has a swimming pool and ice rink, an art house, preschool options, and a large accommodating facility (City of Eagan, 2012). Park and Recreation hours of operation are not as flexible as the YMCA, so this could be an opportunity for a partnership, another HKD promotor. Twenty-four hour gyms cater to adults with schedules that are not conducive to YMCA hours of operation or have non-school aged children. Fees for membership are low and some emphasize "no-contracts". This segment could be captured if family weekend events and babysitting services were offered. The Eagan YMCA does have a day care. CrossFit works on strength and conditioning. The hours of operation are limited for the CrossFit facility as compared to the YMCA and other fitness facilities. Strength and conditioning options are available at the YMCA, and can be a discounted option for those participating in the HKD event.

Healthy Kids Day is about promoting healthy lifestyle behaviors and future opportunities within the YMCA. Obtaining "positioning...in the minds of consumers in the target market" is

relevant to business longevity (Pedersen et al., 2011, p. 256). Emphasizing the event as a family fun day will be the priority for communications on Facebook and within newsletters. Because the YMCA's logo is internationally known, it will act as a reminder for participants when showcased by partners or in any advertising. Healthy Kids Day should be promoted as a fun and exciting community day that puts the children first.

Pick Players

Although this event is geared toward bringing awareness to healthy activities for children when the school year ends, it will also highlight unity within the community. In 2007, the CDC indicated that the YMCA was a national resource for over 10.2 million children (p. 1). YMCAs across the US see on average 700,000 children a year (Vinluan & Hofman, 2014). Membership services are extended to over 8,000 members every year in the Eagan YMCA through youth, adult, and family program experiences (S. Braucks, personal communication, July 27, 2015). According to the state of obesity report, Minnesota does not have laws requiring schools to provide a certain number of minutes and/or a specified difficulty level for physical activity (Trust for Americas Health, 2015). Using the state data as a base, the YMCA created opportunities for addressing needs. Segmenting the mission statement into the three major areas of concern: youth development, healthy living, and social responsibility allows HKD to appeal to consumers on various levels of interest.

Healthy Kids Day is a great event to platform for the YMCA's youth development movement. Targets for the event need to be promoted through school age children and the adults paying for the programs. Cost-effective means of communicating the event can be done through local community partners, as they will want to advertise their presence and association with the Healthy Kids Day event. Social media outlets like Facebook and Twitter are additional

inexpensive lines of communication for reaching families. Parents can be reached through emails and flyers sent home by the children via educational partners. Healthy Kids Day also showcases YMCA sport programs and summer camp opportunities. To appeal to parents, promotions should highlight how to counteract sedentary behaviors in children. Promotional materials can be distributed during back to school events and PTA meetings. Additionally, for the children, word of mouth from friends attending previous years, and the visual stimulation of fun action photos on social networking sites will act as additional links to reinforce the fun filled event.

Because healthy living is broad, it can best be promoted through influential tactics. Creating partnerships within the communities will advocate for the prevention programs. Attending the local community meetings is an inexpensive way to meet and partner with community leaders, medical professionals, and community members. It is important to highlight the successes of clinically proven preventative programs to as many influential groups as possible. Emphasizing affordability and free options will be important when promoting to those looking for healthy living alternatives. Selling points to families will best be conveyed through emails and local mailings.

Giving back and being a central support in communities is an integral part of the social responsibility piece of the YMCA's mission in action. A part of being able to offer affordable wellness programs comes from government funding and supporting local policies and laws. Working in conjunction with local politicians offers opportunities to promote the benefits of community wellness programs to public and private sector funders. To engage the community in caring for one another, civic engagement will need to be nurtured. Attending events held in the communities can act as a segway for giving away free trial memberships. Posting flyers in local

colleges and universities to solicit volunteer opportunities will decrease overhead costs, while helping the students achieve higher education requirements. Volunteering gives students work experience and increases the advocacy movement for the YMCA.

To successfully create a proper promotional strategy, the YMCA's mission was broken into three groups: youth development, healthy living, and social responsibility. By breaking their population of consumers into smaller identifiable groups, the YMCA has segmented their market (Pedersen et al., 2011). Engagement is a personal choice, so targeting as many areas of focus will hopefully increase the likelihood of participation. Segmenting gives the YMCA the opportunity to focus HKD marketing material and promotional planning on group specific content. Taking advantage of a presence at community functions offers yet another chance to bring social problems to light, and then offer clinically proven solutions. Local politicians are additional opportunities for generating financial resources by stressing the importance of community needs. Politicians are a part of the local government and the local government offers grants toward the well-being of community members. Government officials need to be kept abreast of the needs of the people within the communities. As social outlets increase, having a presence on Facebook and Twitter broadens the base of those reached. Healthy Kids Day is an event meant to appeal to all members of a family so marketing will reflect that.

Package

Implementing a plan for action so that Healthy Kids Day encourages participation is best represented to the community and encourages participation is best achieved by over emphasizing that it is a free event open to the public. Fun activities that engage the children, free food and giveaways are important factors for this event. Specifics on giveaways will vary by branch, but will stir excitement. One week prior to the event, promotional activities such as coloring

contests and fun social media pieces will get families engaged early and encourage attendance to the Saturday event (S. Braucks, personal communication, March 20, 2014). As the event gets closer, HKD will remain the primary feature on all communication. Facebook will display a countdown to the event to create anticipation and excitement. Emails will include a subject line that have a clear indication of being an update or reminder for the upcoming HKD event. Staff will be instructed to remain consistent in verbiage while promoting the event whether it is by word of mouth, social media, or emails. It is important to expose community members to a consistent stream of advertising and promotional materials. A three-minute video of the event will be posted on the YMCA web site and social media outlets. The video will consist of current participating partners speaking on the upcoming event with excerpts of the facility during previous year's activities. Clips will show various activities experienced by community members during the HKD event while consistently showing the organization's logo. Staff members will also be a part of the video clip to show involvement.

Price

The best price point and promotional tool HKD has to offer is its no cost fees. Socioeconomic barriers can be the source of whether a family chooses to participate in this yearly event. Offering free services is only possible through collaborations with community leaders, healthcare professionals, government agencies, and families within surrounding communities. YMCA funding is usually received in the form of donations, grants, and dedicated budget funds (see Appendix G for Generated Financial Support).

Promotion

Promotional efforts will consist of several mediums of advertisements, giveaways, contests, community relations, and sponsorships (see Appendix E for list of promotional inventory). Social media reminders of the time and date of the HKD event will keep community members updated. Partners will use the YMCA logo when advertising the event so all communications are unified.

Advertising. All messages will relay the same information so that consistency is throughout the organization. Vibrant and fun filled colors draw attention to the product making participants eager to read (see Appendix J for promotional materials). To lessen the cost, advertising mediums will be limited to branches in the form of generic posters and event specific signage. Direct mail flyers will go out to members to remind them of the purpose and dates associated with the HKD event.

Publicity. Given that cost is an issue and HKD is mostly funded through sponsors and donations, paid public announcements will be minimum. Funding for the Greater Twin Cities in 2014 was \$20,000 and was allocated toward food and activities (YMCA Twin Cities, 2015a). Any monies used to promote HKD will need to be taken out of the youth development budget (See Appendix G).

Promotional activities. Promotional activities will begin one week prior to the event. Coloring contests for youth, also known as the Healthy Kids Art Expo, will display their favorite healthy activities. Parents will have the opportunity to participate in healthy recipe swaps on Facebook. To generate hype for the event, sheets colored by youth will be displayed all around contest signs in main entrance area. Free demonstration classes are a perfect way to promote additional YMCA programs. Signups for no joiner fees will be advertised on social media, but will emphasize participation in the HKD event to draw in families.

Public relations. Listing classes that will be discounted because of HKD will create opportunities for family participation. Book clubs will be promoted to engage youth in reading during the summer months. Books clubs will begin before the close of the school year to get students in the habit of participating.

Community relations. Dates for free youth demo classes will be published, as well as family demo classes on counters, social media, and all email communications. Rewards will be offered for levels reached while in the book clubs, and provides a good way of promoting healthy behaviors in youth. Photos of those participating in the book club will be posted on social media, with guardian permission. With the Minnesota Timberwolves as a sponsor, placing their logo on some activities associated with HKD will show community partnerships. A player from the Timberwolves will host a book reading to promote the importance of reading to youth.

Media relations. Maintenance of media outlets will be accomplished through a designed media specialist. Keeping up excitement and consistent reminders of the HKD event and date will aid in participation. Pictures of locals participating in events prior to the big day will make the posts more personal and create a sense of investment by the community. Permission will be obtained from any community member whose photo is utilized on social media.

Personal selling. Face-to-face communication with individuals should happen every day within the facility and will be used as an opportunity to promote the HKD event. To expand HKD opportunities, the main office will solicit businesses to become sponsors. The event is free to the public, but funding is necessary from outside organizations and donors.

Sponsorship. Engaging partners is important to offset funds, but caution has to be taken so as to not promote outside programs more than HKD and other YMCA wellness programs.

Although HKD is a platform for bringing the community together, focus should be placed on YMCA programming, not other community organizations or vendors (S. Braucks, personal communication, March 10, 2014). Some social media advertising is made possible in part by Youthprise and Minnesota Timberwolves. Youthprises' work with youth "...leverages its youth development expertise...broker partnerships with innovative organizations and creative thinkers who are making lasting, positive changes in the lives of young people" (Youthprise, 2016, para. 2). The Minnesota Timberwolves Fastbreak Foundation gives contributions and support to organizations whose programs positively impact Minnesota youth (National Basketball Association [NBA], 2016). To help youth make responsible choices, the foundations offers their support with donations, education, and basketball opportunities. The Foundation's goal is to make lifelong memories for youth by contributing to hands-on programming that support and nurture their future. Donations received by the sponsors allows logo usage on all marketing material.

Place

Healthy Kids Day is being held at 550 Opperman Drive, Eagan, Minnesota. The venue is located in the southwest area of the Twin Cities and services the communities of Eagan, Rosemount, Inver Grove Heights, Mendota Heights, and Apple Valley. The Eagan YMCA serves over 1,000 members daily at the facility and over 1,400 children a day through 15 elementary schools in School District #196 (S. Braucks, personal communication, January 21, 2016). Facility parking lots are equipped to handle consistent flow of traffic due to the three entrance/exit points.

Point of origin for the distribution of HKD awareness will continue to be face-to-face, social media, and public school mailings. Social media outlets will have the facility phone

number visible along with the address and directions. By creating a common theme throughout all YMCA's, families are able to attend HKD events in other areas should the date of the event fall during a time when they are not at their home location.

Promise: Evaluation of Strategy and Tactics

To gauge the success of Healthy Kids Day, internal and external feedback will be collected. Ways in which this can be accomplished would be through surveys. For internal feedback, keeping track of registrations will help gauge progress from previous years. Comparing attendance and participation from previous years can determine how engaged the community was with the event. Surveys to staff and volunteers can evaluate the logistics and effectiveness of the administrative process as well as the event (see Appendix F for staff surveys). Sponsors, community members, and event partners will also receive surveys to determine if the event accomplished the cause and stood for its mission. As community members attend stations during the event, surveys can be completed to elicit immediate reactions of their experience. After the event, emails containing surveys will be sent to those who participated and have provided a usable email address. There are disadvantages with this particular method however due to the possibility of invalid and illegible email addresses, out of site out of mind mentality, and unopened or spammed emails.

Understanding what is strategically beneficial comes out of knowing and having goals and objectives. The goal of HKD is to promote YMCA programs that can help students when school is out of session. Not all family units are structured the same so promotional materials should appeal to the masses. Guardians and local schools are the targets when promoting youth development programs. Partnerships with public schools allows for the distribution of flyers to go home with students. Additional tools for reaching targets groups include social media and

word of mouth. The best use of emails and newsletters is to produce awareness for the healthy living segment. When reaching out to businesses, it is best to use corporate specific brochures that promote savings. Colleges and universities advisors will best be utilized to recruit students for community service hours. Attending political forums are essential on many levels, because funding is an important element needed to sustain relevance. Lastly, creating a strategic marketing plan will act as the base for implementing short and long-term goals.

Chapter Four: Employee/Volunteer Planning

With a focus on improving the nation's health and well-being in communities, the YMCA knows their first line of defense comes from educated staff members. Development is about creating a high performing staff from management down. Development is defined as formal education, job experiences, relationships, and assessment of personality and abilities that help employees prepare for the future (Noe, Hollenbeck, Gerhart, & Wright, 2008). To motivate and retain staff, upper management has to have a system that identifies and meets the development needs of its employees. One of the competencies for management of YMCA wellness programs involves the ability to build personal and meaningful relationships with members, participants, volunteers, guests, donors, and others (D. Lubahn, personal communication, October 12, 2015). Supporting recruitment, retention, and performance management strategies is also a necessary component when building a successful and cohesive team. Management should be able to lead by example with the right combination of leadership styles and relationship skills. Effective leaders inspire a take action mentality toward achieving desired goals and company outcomes.

A part of development comes from the leadership styles exhibited by managers. Nanjundeswaraswamy and Swamy (2014) defined leadership as “a social influence process where the leader seeks the voluntary participation of subordinates” (p. 57). To define leadership behaviors is to explain many contributing factors such as their task-oriented and relationship-oriented styles. Task-oriented leadership skills allow management to focus on defined roles for subordinates. Management objectives call for deliberate attention toward goal achievement. To accomplish goals, well-defined patterns of communication need to be established. After defining and understanding company objectives, managers should then focus on building relationships

with team members so that a plan can be devised to reach the desired outcome. Relationship-oriented skills deal with the means that a manager exhibits concern or respect for subordinates. Concern should come from an authentic behavior that supports, challenges, and encourages subordinates to be their best.

Task-Oriented Leadership Skills

Upon hire in any department, YMCA candidates agree to be stewards for the organization's policies while committing to community wellness (YMCA, 2015b, p. 4). In order to ensure compliance, it is necessary to have a system in place where there is comprehension of procedures and of anticipated outcomes. All of this is possible through action planning with unambiguous communication. Healthy Kids Day managers should have an authoritative yet coaching leadership style so that a positive environment is not compromised. An authoritative leader uses action planning to achieve goals, yet does not lose sight of employee development. The plan of action should be about setting goals, understanding competencies, looking at areas for improvement, start to finish progression paths, assignments, and training and development needs (Noe, et al, 2008). Plans provide clarity and purpose while defining tasks. After setting the course for success, management should secure the necessary training including a hands-on process called coaching. Coaching allows an employee to activate multiple senses during the learning process; it motivates while also developing skills and providing reinforcement of knowledge (Noe, et al, 2008). Coaching also has dual benefits for management and subordinates. Peer coaching gives first-hand experience to new staff members of job responsibilities and expectations while also building confidence in the seasoned staff member offering the training. Face-to-face and hands on experience counteract misunderstandings of

company protocol and policies, and offers new staff the opportunity to ask direct questions during the learning process.

Relationship-Oriented Leadership Skills

One way of preventing misunderstandings in the workplace is to have clear and concise expectations and two-way relationships. Actively engaging staff in meetings and open dialogue will facilitate the recipe for an enthusiastic and positive environment. Research conducted by Sethuraman and Suresh (2014), suggested "...a leader has to know subordinates in order to keep them motivated" (p. 167). Showing compassion and genuine interest in team members involves building relationships. Management should get to know each person as a person and not just as direct employees, gain their trust and respect. Getting to know employees does not infer that personal relationships should disrupt company objectives, what it should do is give a clear vision of the strengths and weakness of team members. Atmospheres that inhibit relationships suppresses a valuable productive tool, communication. Team communication that is clear on role responsibilities creates a productive and cohesive work environment. Clear communication does not mean being void of constructive feedback. Feedback is about addressing conducive and non-compliant modifiable behaviors. Communication that clearly delineates the benefits of participation to employees is the first step toward long-term engagement and vested interests. Influencing productive thoughts, emotions, and physical performances from staff comes from the personal relationship management establishes. Strong and effective relationships require a commitment from the situational leader and allows all team members to feel as if they have a part in making a difference in the team's success.

Retention and job satisfaction often times begins with the manager. The ways managers choose to lead and interact with staff can determine the work environment. Incorporating a

system that motivates and encourages growth, offers development opportunities, and utilizes strategic planning are some of the ways management can be viewed as leaders as opposed to dictators. Almost anyone can get a job done by overseeing structured tasks through delegation. A leader guides subordinates who are willing to contribute to the company's long-term outcomes and have learned to leverage strengths, develop weaknesses, and adapt leadership styles to fit the situation. Being a leader is never easy and can be difficult. Being all-pleasing is impractical, but effectiveness can be accomplished through dedication, trust, respect, and perseverance. Effective management is drawn from adjusting and integrating multiple leadership styles so that inclusive and positive atmospheres promote growth. Leading by example is a must for leadership positions. As managers learn to lead with passion, maintain ethical values, and keep compassion in their hearts, they will cement their foundation for effective leadership.

Chapter Five: Risk Management Plan

The extent to which a person enjoys a public event is the direct reflection of how well the organization handles the logistics surrounding the event. The YMCA is an organization that provides an atmosphere for daily recreation to surrounding communities and is host to the nationwide annual HKD event. As part of this survey, this paper will seek to control legal liabilities through the proper identification and classification of inherent risks linked to the event and the condition of the facility. Controlling losses creates an environment where inherent risks and negligence are minimized without compromising the activity (Cotten & Wolohan, 2013). To aid in the efficiency of the Healthy Kids Day event, recommendations will be offered for the treatment and implementation of safety guidelines.

Participants of the HKD event will have one focus during the free fun filled day, enjoying the food and activities. YMCA staff and volunteers focus on the outreach and awareness that HKD is meant to introduce to community members while also taking heed to risk management challenges. Public access and safety are important to the success of YMCA programs. Staff should be briefed and trained to minimize inherent risks prior to the activity day, and all areas of the facility should be scrutinized for safety. Property exposures are financial risks that disrupt event and business practices (Cotten & Wolohan, 2013). There are three points for entering and exiting the parking areas. Parking choices include three parking lots equipped with multiple parking spaces and includes handicap spaces. The building sits just off a busy main road, but sits back from the highway. Public transportation has a bus stop, on the facility side of the road, at the end of the front parking lot entrance for participants to utilize. Along the front of the building, large trees line the outer walkways and access ramps. Wheelchair access for disabled patrons is accessible from all sides of the facility and lead up to the no step glass front entrance.

The glass front entrance is flanked with an oversized Southwest Area YMCA sign for easy identification of the facility. Event decorations will occupy the exterior of the multi-door large statured recreational facility and the fence surrounding the daycare playground as a welcoming and visible directional pull for participants.

Encased glass double doors guide visitors to the welcome desk. Surrounded by a colorful base and white tiled floors, the curved front desk welcomes visitors and members alike. Patrons are buzzed through locked doors that lead to areas utilized for programming. However, specific to the Healthy Kids Day event, participants will not need to be buzzed in (S. Braucks, personal communication, January 12, 2015). The ordinarily locked doors will remain unlocked so as to not impede the influx of families participating in the outreach event. To reach designated areas for Healthy Kids Day, participants have the choice of an elevator or stairs. Tiled stairs lead to a hall before reaching access to a portion of the gym. The large gym is located on the main level and showcases an upper level track to be accessed via stairs. Some of the activities during Healthy Kids Day will be housed in the gym.

Maintenance and updates are necessary for keeping safety procedures current and active buildings safe. Facility maintenance is key to keeping preventable risks low. Goals for safety updates include AWAIR, a Minnesota Department of Labor & Industry workplace accident and injury reduction program, and Preventative Maintenance programs, along with unambiguous language and procedures for risk management protocol. The YMCA currently does not have governing documents that dictate standards of care, nor are there formal risk management plans or teams devoted to managing and controlling risks. Surveillance cameras are present and in use at the facility. Current emergency procedures are outdated and can be found in a binder behind the welcome desk or in a digital copy. Digital emergency procedures were last revised in 2012

and can be accessed via a company shared drive. For managing safety procedures, management can consult the Y's insurance representative. Facility inspections follow code regulations set by the Fire Department. Employees adhere to the Minnesota Occupational Safety and Health (MN OSHA). Practical operations of a facility are complex and it takes communication with multiple agencies to successfully obtain and develop an adequate risk management plan.

To begin the process of being prepared, the YMCA needs to appoint a risk management team, to consisting of two or more employees. Proper management of a risk management plan includes appointing a committee who are invested and share in the same motivation for implementing safety changes and awareness (Cotten & Wolohan, 2014). Team members would best benefit from consulting relevant agencies to become well-versed on all areas of risk prevention, including personnel issues. A current inspection of the inside and outside of the facility should be done to identify possible risks (see Appendix H for Survey Evaluation). Contacting insurance representatives is imperative to understanding any limitations set in policies. Once limitations are identified adequate coverage should be acquired. Fixing all immediate dangers and creating logs of grounds keeping and elevator inspections is a proactive approach to reducing risks. Gym floors should be maintained with a non-slip coating to prevent serious injury. For crisis management, areas throughout facility should be designated for "take cover" in the event of an intruder. The facility should have exact escape or take cover routes, and all staff need to be educated on this process. Visible exit and emergency procedure signs should be throughout the facility. Quarterly meetings should be held to educate staff on safety procedures, and should be updated yearly upon inspections and safety changes. Classifying risks by frequency and severity will prepare management for the methods needed to reduce, eliminate or control legal liabilities (see Appendix I for risk classification).

Since inception, the YMCA has embraced the needs of the community. Keeping with this mission, the Eagan YMCA has become an integral part of their community. With the plethora of activities and participants that will happen during HKD, the Eagan YMCA staff will need to take a proactive approach to injury prevention. Facility managers will have the daunting task of ensuring the safety of every employee and patron during the outreach event. Handling a recreational venue requires all managers to be versatile in a wide array of information. Acquiring answers also comes from having outside representatives who are knowledgeable and being proactive in designing, implementing, and managing inherent risk procedures. Inspections from safety and government agencies are relevant to keeping the organization open while legal and insurance perspectives cover the unanticipated incidents. To efficiently minimize legal liabilities, managers should have an updated and well-manicured risk management plan, "...risk reduction should be a risk management treatment any time an activity is offered..." (Cotten & Wolohan, 2013). Having a risk management plan available keeps staff in a forward thinking mode with the purpose of limiting preventable accidents. Preparations are key to planning behaviors during unpredictable situations. Safety checklists and staff education will prove beneficial because incident awareness is created. Identifying, classifying, and then implementing safety measures is the best recipe for preparedness. A prepared environment is a safer environment.

Chapter Six: Ethical Analysis

Health risk assessments and incentives toward improving health behaviors are initiatives geared toward improving overall health. Assessments can often create fears of invasion of privacy by those receiving them. Every person has the good intention of making healthy lifestyle behaviors a part of their life, however sometimes costs interfere with that intention. Healthy Kids Day is the perfect forum for generating awareness for family oriented healthy opportunities. Rising costs of health insurance and daily living can often put health intentions on the back burner. People should be given options so that they can make the best decisions to fit their family's lifestyle, and employees of the YMCA are no different. Choices should create freedom as opposed to a sway of hand by the organization. To keep the YMCA from veering from positive reinforcement, this paper will seek to analyze the possible ethical implications mandating specific participation can create.

By offering a free membership to their employees, the YMCA looks to ease the burden rising health care costs and the push to do more with less society is currently experiencing during economic difficulties. Wellness can be considered the backbone of the YMCA because they create programs that promote healthy mind, body and spirit for all. Health risk reduction programs (HRRP), which is another name for wellness programs, aid in reducing the probability of adverse health outcomes. The programs are the maps needed for the guidance toward risk reduction intervention. To ward off preventable diseases, community members and employees should not be without options. In order for the YMCA to stay in business, there is a need to push health risk reduction programs. With this push, there is an ethical obligation of beneficence by the HRRP's (Rothstein & Harrell, 2009). Participants should not lose the freedom of choice when adopting healthier behavioral changes. The same holds true when eligibility for one program is placed as a contingency for the participation of another. Healthy Kids Day is geared

toward betterment, so all Y employees are expected to live by their word. YMCA employee guidelines indicate, "...physical activity and employee wellness are priorities...we encourage all employees to participate in a culture of fun activities and programs including walking meetings, staff fitness breaks and classes, healthy eating and wellness seminars" (YMCA, 2016, para. 3).

According to research done by Rothstein and Harrell (2009), the Health Insurance Portability and Accountability Act (HIPAA) divides wellness programs into two categories: participatory wellness programs and health-contingent wellness programs (p. 2). Participatory wellness programs are those that offer reimbursement incentives for membership to centers such as the YMCA or a gym. For wellness programs to be categorized under health-contingent programs, rewards are given for those meeting and maintaining a health-related standard as indicated during biometric screenings (Rothstein & Harrell, 2009). Having a measurable extent to which work productivity can be gauged is important, but should not overshadow the needs of the employee. It is in the best interest of the Y if employees have lower health risk factors as this will impact productivity by way of attendance, healthcare costs, and program participation. From the perspective of lowering healthcare costs, "...ninety-one percent of employers believed that they could reduce healthcare costs by influencing employees to adopt healthier lifestyles" (Mello & Rosenthal, 2008, p. 192). Incentive based wellness opportunities encourage healthier lifestyle behaviors through rewards to those who reach predetermined health outcomes. When focus is placed on offering extrinsic motivation for workplace participation in wellness education and health risk assessments, good intentions can get lost in the translation. Although HRRP's have benefits that extend beyond the immediate work atmosphere, placing value on them outside of personal well-being stretches the moral compass beyond its boundaries.

Health risk reduction programs are meant to assess and define risk factors (Rothstein & Harrell, 2009). As the Y invests in successful wellness programs, it is equally important that they address concerns, adhere to regulations, and avoid ethical issues (Cavico & Mujtaba, 2013). As individual risk factors are identified, employees become sensitive to privacy. The Y should strive to provide health promotion strategies and interventions for maintaining or reaching health goals, being careful to avoid target contingent rewards and set clear delineations for handling personal and health benefit information. If the Y becomes fueled by the workplace outcomes, their teleological approach negates their original intention. There is a fine line to discrimination when employees feel pressured or singled out to reach outcomes. When creating perimeters, care should be taken to avoid perceived unfairness of eligibility standards. At no time should an employee feel forced to reach an unattainable goal, especially as their risk factors increase. During the influx of participation, it is unethical for the Y or their insurance carriers to only offer incentives to employees who participate in specific HRRP's (Mello & Rosenthal, 2008). This deontological approach places the rules of participation above the interest of participants, defeating the purpose of pre-participation screening. Health risk reduction programs are not meant to be one size fits all, as they should take all employee interests into account. Some employees may have restrictions due to personal risk factors determined from a health-risk appraisal. Emphasis should be placed on minimizing the potential for employees to feel as if they are being punished when falling short of proposed health directives. It is the Y's duty to make attainable goals so that at minimum, equal opportunity is established.

In the quest to advocate for unilateral health and well-being, the YMCA has made its name by extending wellness programs to communities (YMCA, 2015a). These programs are developed by professionals who understand the importance of privacy while also accounting for

participation risks. Health risk assessments are a route the YMCA can use to avoid unethical issues that may arise from unfair participation practices in HRRP's. Forcing participation to meet outcomes or placing participation as a blanket pre-determined rule without regard of individual risk factors highlights the flaws of using teleological and deontological ethical approaches. There is a plethora of benefits associated with participating in wellness programs, still the lack luster drive and tight budgets prevent some people from moving toward better health. The YMCA should continue to offer free memberships to employees and discount incentives to participants of HKD because it is the perfect non-existential approach for motivation. Recommendations would be to keep the focus on those participating as opposed to company objectives to ensure that ethical boundaries are not overstepped.

Chapter Seven: Personal Statement

Interactions are an inevitable and daily occurrence. Individualism is what affects a simple encounter with words of encouragement or spews of despair; this interactive encounter separates leaders from followers. As this interaction implies, a leader affects and is affected by followers, thus creating the distinction between those who can and do lead. Anyone looking to make a difference understands that impact begins with people. To make a positive impact in the sport management industry, effective leadership is a necessary skillset. Field research done on effective leadership (Northouse, 2013) suggests that leaders should begin with accomplishing three basic personal skills: technical, human and conceptual. Concordia University's sport management graduate program offers practical curricula toward broadening leadership development. I look to successfully devise a plan that will integrate and utilize knowledge gained from my graduate studies. Using past and present experiences as the back-drop, my application of knowledge will influence my leadership growth and choices for future endeavors.

Choosing Sport Management

Regardless of a person's background, if higher education is not included as part of their experience, society does not place credence in their abilities. Education is the cover to an unfinished book, a form of validity. My decision to pursue a masters in sport management was for personal and professional growth. I volunteer my services in various sports capacities because of my passion for the physicality and the enjoyment of helping others. What brings me excitement is servitude of God's word, art, and sports. As I educate myself, I also educate those around me; my education is a community achievement. Passion is my motivator for being the best I can be for myself and others. I receive great joy when I get the opportunity to serve others. I want sports or physical activity to be a community mainstay that does not discriminate because

of social or economic status. My higher education choices are the tangible assurances others need in the professional realm, but are intangible benefits for me. I also see my educational achievements as the entrance tools needed to spread excitement in the sport and recreation throughout communities.

Masters Choices Sculpting Future

With a goal of improving community awareness on wellness, I plan on reconfiguring behaviors using sports as a bridge. I also want to use my knowledge and skills in jump roping to alleviate common physical and economic barriers. The best way to break into unknown territory is to examine a community advocate who has already created change. At the forefront of changing perspectives on wellness is the Young Men's Christian Association (YMCA). The YMCA is a national household name known for their area of focus so it was only natural to research how they do what they do. From personal conversations with YMCA management, they take pride in the development of their staff through continuous training. I admire YMCA staff because each team member has a significant role in the overall goal of community leadership. Creating change requires a take action mentality and the ability to fit the hat to the occasion. The sport management graduate program has a blended atmosphere that promotes professional development and critical thinking while encouraging the practical application for becoming a credentialed sport and recreation leader.

Leadership Aspirations

Leadership styles can be learned but are also an extension of personal preferences. When I think of being a leader, I at least want to have competency and show progression. Competence builds confidence and is acquired through practice. By using the skills approach discussed by Northouse (2013), I can assess my current abilities by starting with a base and building up from

there. I want to be a well-rounded leader that does not use blanket interaction systems for every person. Leadership is interactive and not a one size fits all approach. Goleman (2000) found that the leaders with the greatest results are those who do not rely on one type of leadership style, but utilizes any and all of them within a given week. In the perfect world I would master all aspects of every leadership style. Since perfection is hardly attainable, my focus is on sharpening the leadership components I currently possess and working toward building others I acquire along the way.

Leadership Development Plan. Even though I am the same person each day, how I handle daily interactions will depend on the situation. My leadership style is a compilation of approaches. I strive for consistency in standing by my word, being trustworthy and respectful, authoritative, task-oriented, relationship driven, encouraging, and developmental. One of my personal requirements is to always welcome people with a smile. Smiling is just as important as being a great listener or offering kudos for others achievements. There is not an exact science for being an effective leader, but what can happen is that I can progress to being what is needed at the time it is needed.

The first line of defense to developing a plan is to understand the goal. My goal is to become the best I can be for those I service. More specific, I want to become a pillar in community engagement fighting for wellness awareness and education. If this goal does not come to fruition within the next two years, I plan to gear efforts toward organized sports with a secondary interest being maintained in community wellness. In the next year I will seek entry level positions within community level organizations. To obtain success in my field, I need show success in human services. I can perceive my abilities, but will need to show competency in the various leadership roles.

Reflection

I often wonder if what I do produces the desired results of making an impact. I rely on feedback from others to aid in my improvement and success in goals. Receiving feedback from various perspectives allows me to abstain from tunnel vision during my growth. The only way to assess progression is through open lines of communication with those being affected. Communication ensures that I am utilizing all areas of resources during my leadership progression. Even though my secondary position is results driven, like my community obligations, success cannot be obtained without relationship building. On a daily basis I strive to learn more about those I service and hope in return they see a transparency in me. Although I know I will not be working in the secondary position within the next year, I am using this position to learn how to enlist others as the current administrative staff does. The effortless way administration works with and enlists staff members is amazing to me. I do not possess this gift and hope to pick up on this skill set before resigning from this position. I am a work in progress for starting conversations with strangers. From being surrounded by students on a daily basis, I learned to put this skill into practice. I have come to believe that God does not put situations in your path without a reason; it is up to the person to grasp the lesson. As far as strengths, others tend to make more out of my abilities than I do. I am most comfortable working with youth and older community members. The goal in the next two years is to match my financial worth with my personal and professional abilities. In the next five years it would be great if I could utilize my strengths within a position that not only fills my heart, but also provides financial security. It would not be considered work if I loved what I was doing.

Conclusion

Making a positive impact in communities is at the forefront of my aspirations. Reality is that society requires credentials to validate experience. To be successful in any profession, educational and personal growth should never cease. Continuous learning is the best gauge for assessing success. My educational successes contribute to the success of my community. In my opinion, all business interactions like communities must first begin with relationships so that leadership can begin. Leaders are an important component in human sciences. Leadership organizes collective efforts and is key to organizational effectiveness. I want to be the type of leader that understands all aspects of a position and knows when and where its effectiveness is needed. An effective leader should know that action planning achieves goals, development is always beneficial, forward thinking means looking for areas of improvement, promotes creativity and most importantly never loses sight of building genuine and honest relationships. It is not about me being everything for everybody, but about being what is right during the right time.

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Appendix C

Healthy snacks options are provided to participants of Healthy Kids Day. Supplies for the gardening includes seed tape, peat pellets, and water cans. To accommodate hungry during the event, healthy snack food options include Pirate Booty, a puffed rice and corn snack food, and fruit.

YMCA Branch Names	Water Bottles	Seed Tape 4 Varities	Peat Pellets 72/PK	Water Can	Apples 5 lb. Bag	Oranges 10 lb. Bag	Pirate Booty 60/PK
Andover YMCA Community	300	1	14	1	19	10	To be Ordered
Blaisdell YMCA	300	1	14	1	19	10	
Elk River YMCA	300	1	14	1	19	10	
Emma B. Howe Northtown	300	1	14	1	19	10	
Minneapolis Downtown	100	1	8	1	10	10	
Minnesota Valley	300	1	14	1	19	10	
North Community	300	1	10	1	10	10	
Northwest YMCA in New Hope	300	1	14	1	19	10	
Ridgedale YMCA	300	1	14	1	19	10	
River Valley YMCA in Prior Lake	300	1	14	1	19	10	
Southdale YMCA	300	1	14	1	19	10	
St. Paul Downtown YMCA	100	1	8	1	10	10	
St. Paul Eastside YMCA	300	1	14	1	19	10	
St. Paul Midway YMCA	300	1	14	1	19	10	
White Bear Area YMCA	300	1	14	1	19	10	
YMCA in Eagan	300	1	14	1	19	10	
YMCA in Hastings	300	1	14	1	19	10	
YMCA in Hudson	300	1	14	1	19	10	
YMCA in Lino Lakes	300	1	14	1	19	10	
YMCA in Shoreview	300	1	14	1	19	10	
YMCA in West St. Paul	300	1	14	1	19	10	
YMCA in Woodbury	300	1	14	1	19	10	
TOTALS	6,200	22	292	22	391	220	

Appendix D

Table represents Healthy Kids Day numbers as indicated by branch. Numbers indicated are those reported by the HKD Branch Coordinators (HKDBC) of members and non-members. No indication is made as to whether these totals are by individuals or per family.

Healthy Kids Day 2014 Team	Association Committee	HKDBC	Members	Non Members	Branch Totals
BRANCH					
Andover	Peggy Anderson - Membership sales	Sean Fogarty	189	248	437
Blaisdell		David Ziemer	200	25	225
Burnsville	Steve Novak- Healthy Youth	Steve Novak	257	35	292
Eagan	Karen Roberts - Family Engagement	Ben Gunderson/Kristin Reither	183	189	372
East		Kim Dean	123	195	318
Elk River		Jill Bohman	127	62	189
Emma B-Coon Rapids		Derek Griffin	245	20	265
Hastings		Melissa Jackson	93	20	113
Heritage park		X	X	X	
Hudson	Josh Coonan- Member Service	Josh Coonan	191	106	297
Lino Lakes		Sam Alley	144	53	197
Midway		Elizabeth Friend	89	10	99
Minneapolis	Kelly Maynard - Fitness	Kelly Maynard	139 (did not report)		139
New Hope	Devin Hanson- DC/OR	Devin Hanson	149	93	242
North Community		X	X	X	
Ridgedale		Steve Coley, Becca Fink	184 (did not report)		184
River Valley	Katie Abbott - Child Care	Alicia Lovato; Krissy Kelly	177	48	225
Shoreview		Jennifer Thomas	190	72	262
Southdale		Brenda Walvoord & Samantha Axelson	421	40	461
St. Paul		Tara Monack	61	4	65
West St. Paul		Janelle Clepper & Laura Goff	139	17	156
White Bear	Robin Feickert – Aquatics	Kevin Tacko	177	83	260
Woodbury		Stacy Lemay	224	98	322
		Association Totals	3702	1418	5120
Association					
Marketing	Diana Mulvihill				
Child Care	Steph Thomas				
Healthy Living	Robin Hedrick				
Aquatics	Lindsay Mondick				
Purchasing	Lauri Hanson				
Administration	Katie Sobanski				

Appendix E

All branches use the same signage to maintain a consistent line of communication to community members. Signage name amounts, and size are indicated along with how each is to be used to promote Healthy Kids Day.

Number	Name Of Sign	Size	How To Use It
1	Better 4 U Lunch	11 x 8.5	Put on Lunch/Drink table
2	Drink Think	11 x 8.5	
3	Hand out for Drink/Lunch table	11 x 8.5	
4	Make a Chefs Hat	17 x 11	Can use as extra event signage if needed
5	Obstacle Course	17 x 11	
6	Family Fitness	17 x 11	
7	Family Pool	17 x 11	
8	Gym Fun and Games	17 x 11	
9	Practice 911	17 x 11	
10	911 handout	8.5 x 11	handout
11	Plant Some Seeds	17 x 11	Can use as extra event signage if needed
12	Plant Seeds handout	8.5 x 11	Print onto card stock. Cut in half and hand out at table.
13	Create Your Own Water Bottle	17 x 11	Can use as extra event signage if needed
14	Be A Healthy Reader	17 x 11	Use on event day
15	Donate a Book	17 x 11	Use on book collection box
16a	Coloring Sheet	11 x 8.5	
16b	Draw Your favorite....	11 x 8.5	extra signage
17	Healthy Kids Day Art Expo	17 x 11	Can use as extra event signage if needed
18	Explore Your Kids Stuff	17 x 11	
19	Let Your Kids Check Out...	17 x 11	
20	Create Your Own Book Mark	17 x 11	
21a	HKD program discounts TODAY	8.5 x 11	use on event day
21b	HKD program discounts 4/26	8.5 x 11	use April 22 - 26
34	SAC Flyer	8.5 x 11	use April 22 - 26

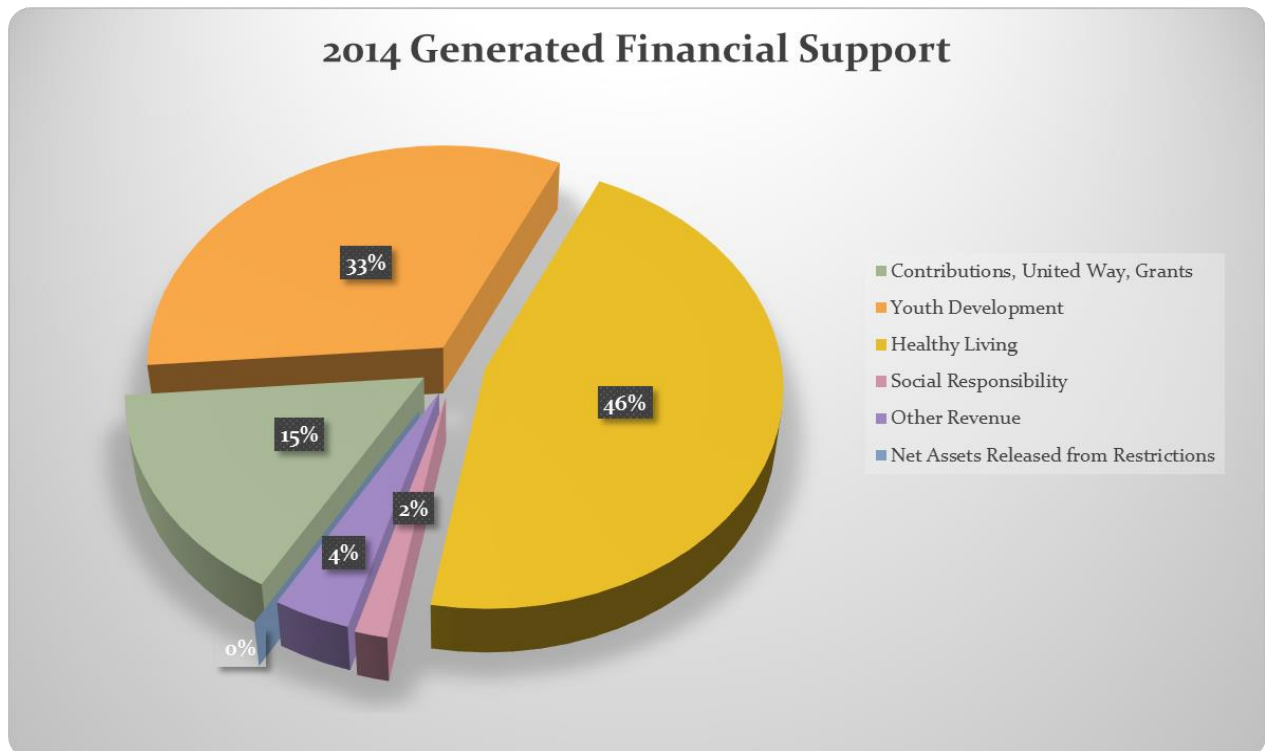
Appendix F

A survey consisting of several questions is distributed to staff and volunteers as a means of collecting feedback from the HKD event. Below is a portion of answers given for one of the questions evaluated by YMCA upper management. Answers from staff and volunteers are used in conjunction with participant surveys to act as guidelines for planning future HKD events.

Questions at the bottom of the staff HKD Survey:					
1. What would you change for next year specific to branch leadership or roll out?					
Text					
Find	I like how multiple departments were involved in the planning of the day.				
Find	It is very hard at the downtown branch to draw in children on a Saturday afternoon. I am wondering if we could do a weeklong of activities or helpful hints throughout the week for the working parents that come in. We also get quite a few teens and would love to use that time as a teen activity time with lots of fun things for them to do. We may get a few more teens than kids.				
Find	More marketing to families.				
Find	The time of day is poor for families. Mornings would work better because families are already in the branch. Space might be a bigger issue for parking for some branches, but better overall.				
Find	Not as many posters and signs.				
Find	Staff planned well at our branch				
Find	Toolkits are helpful but too wordy - probably useful for planners but not needed for execution. Can they be watered down? For example: Pillar Activities listed Activity 1 -, objective (CONCISE), # of staff, supplies needed, suggested location, printable instructions Activity 2 - same as above Done! There was so much explanation and reasoning behind activities and not enough step by steps for each pillar; so much to wade through when trying to instruct volunteers and staff. The Social Responsibility pillar was easiest to navigate but still, some of the information was unnecessary.				

Appendix G
Financial Information for YMCA (2015c)
Year Ending December 31, 2014

Revenue	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Contributions, United Way, Grants	3,227,180	17,617,443	484,320	21,328,943
Youth Development	45,903,505	—	—	45,903,505
Healthy Living	63,606,552	—	—	63,606,552
Social Responsibility	2,281,096	—	—	2,281,096
Other Revenue	4,200,165	1,141,380	—	5,341,545
Net Assets Released From Restrictions	7,994,528	(7,994,528)	—	—
Total Revenue	127,213,026	10,764,295	484,320	138,461,641



Appendix H

Charts identify areas of possible risks and the recommendations for handling those risks. Each risk is classified under the type of hazard as well as the area where the risk could occur. Ways of preventing the foreseeable risks is to identify and know treatment toward plan of action.

Location	Identify Area and hazard risk	Classify Type of Hazard	Treatment	Standard of Care, as dictated by governing document, if applicable	Recommendations
Front inside stairwell	Tile stairs - can be slippery when wet; falls from chipped tile	Business operations	Immediate clean up by staff, complete incident report.		Fix broken tiles, do immediate clean up, apply non-skid top coat to thwart future liabilities
Facility	Children - lost child	Public liability caused by negligence	Look around for child, check with parent. Have staff search.		Have a code for lost child, commence immediate action for locating. Welcome desk immediately notified and on look-out.
Outside	Walkway/Access Ramp - fallen leaves (tree overhang) and snow	Property exposures	Leaf blower/snow removal by maintenance staff. In process of developing log.		Keep on top of leaf blowing and incimate weather conditions for prevention. Create log of duties.
	Boiler Room - burns	Public liability caused by negligence	Contact 911, administer first aid		Keep doors locked at all times. Inspection of locks should be done once a month.
Outside	Front entrances - multiple entrances for possible intruder	Property exposures	In process of developing a procedures		Announcement codes to identify, all employees know safe locations and procedures for keeping patrons safe.
Upper Floor in facility	Upper level track - possible head injury or paralysis from fall for small child	Public liability caused by negligence	Developing procedures, all employees are CPR/AED certified, apply first aid or dial 911		Know trauma recommendations, all employees well rehearsed in protocols, have risk management representative handle incident properly.
Inside facility	Anywhere - inappropriate staff behavior	Public liability excluding negligence	No procedures present, management to handle		Remove employee from patron, commence procedures to take statement, contact insurance company and legal team along with executive management.

Appendix I

Eagan YMCA needs an assessment that will point out the severity and frequency of injuries and how those injuries will impact the financial side of the business. Below the chart is identifying and describing risk classification. Risks are grouped by specific type of incident, the occurrence rate, and how the indicated incident will affect the budget.

Severity of Injury/Financial Impact				
	CATASTROPHIC LOSS	CRITICAL LOSS	MODERATE LOSS	LOW LOSS
HIGH FREQUENCY	None	None	None	* Child/Adult tripping on laces * Falling up/down a few steps * Fall because of slippery basketball court
MEDIUM FREQUENCY	None	None	* Slip and fall on ice or slippery/wet leaves	None
LOW FREQUENCY	*Pool drowning	* Lost child * Fall from upper track	* Adult/child falling down steep stairwell due to worn tread *Adult/child injury from slippery tiles	* Allergic reaction to snacks given during HKD

Appendix J

Healthy Kids Day signage throughout all branches. Colorful and vibrant advertising on YMCA web sites for HKD event.



Appendix K

Healthy Kids Day itemized incidentals courtesy of S. Braucks, YMCA Executive. Purchase order and item numbers detail the PO's and designated numbers listed in Appendix B.

Total by PO #	Vendor	PO Total	S&H	TOTAL Amount	Comment
001P102182	Discount School Supply	\$14.44	\$8.91	\$23.35	Additional order for NC
001P96640	Discount School Supply	\$288.80	\$2.94	\$291.74	
001P96173	Gardener's Supply	\$311.85	\$37.42	\$349.27	
001P96638	Logo Outfitters	\$9,263.00	\$1,010.00	\$10,273.00	
001P102837	S & T Office Supply	\$282.88	\$0.00	\$282.88	
001P102044	School Specialty	\$153.39	\$0.00	\$153.39	Additional order for NC
001P95875	School Specialty	\$4,886.25	\$0.00	\$4,886.25	
001P102183	Sports Awards	\$219.56	\$50.00	\$269.56	
001P96639	Sports Awards	\$209.58		\$209.58	
	Coborns		Supply total		\$16,739
Marketing	To promote: collateral for event, posters to promote and radio.			\$26,938.26	
TOTAL				\$43,677.28	

YMCA 2014 Healthy Kids Day					
Item #	Item Description	UM	Qty	Unit Price	Extended Price
2588	Lunchables (Turkey & Cheddar)	Each	22	\$2.59	\$56.98
82951	Loaf whole wheat bread	Each	22	\$2.89	\$63.58
8700	Head of Romaine lettuce	Each	22	\$1.69	\$37.18
25822	Kretschmar Premium Off The Bone Smoked Ham Shaved	Package	22	\$4.79	\$105.38
19296	Crystal Farms Deli Sliced Cheddar	Package	22	\$3.99	\$87.78
38882	Bottle of Mustard, French's 8 oz.	Each	22	\$1.79	\$39.38
13129	C & H Cane Sugar Cubes, 1 lb. Box	Box	22	\$1.89	\$41.58
	Apples (approximately 10 apples in bag, = 190 apples per branch)	Bag	391	\$5.19	\$2,029.29
	Oranges (10 oranges in a bag= 100 oranges per branch)	Bag	220	\$10.99	\$2,417.80
TOTAL					\$4,878.95

Appendix L
Statement of Activities from YMCA (2015c).
For the Year Ending December 31, 2014

Expenses	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Youth Development	49,692,990	—	—	49,692,990
Healthy Living	43,199,469	—	—	43,199,469
Social Responsibility	2,308,611	—	—	2,308,611
Supporting Services	29,542,076	—	—	29,542,076
Total Expenses	124,743,146	—	—	124,743,146
Change in Net Assets Before Non-Operating	2,469,880	10,764,295	484,320	13,718,495
Non-Operating Income (Expenses)	10,121,955	(3,731,859)	(26,401)	6,363,695
Excess of Revenue Over Expenses	12,591,835	7,032,436	457,919	20,082,190

